

Click here to  
**START**



# *The Army's EO Program and Policies*



## Lesson 4: Role of the EO Advisor and EO Representative

# Overview

- Role of the EO Advisor
- EOA Duties and Responsibilities
- EOR Duties and Responsibilities
- Chain of Command Duties and Responsibilities
- EO Checklist



# Introduction

- Unit commanders are the Equal Opportunity Officers for their command. However, the commander has many responsibilities and cannot be expected to be everywhere or to do everything.
- This is the reason commanders have staffs. The staff ensures the commander's responsibilities are carried out in their realm of operations.
- The Equal Opportunity Advisor (EOA) and Equal Opportunity Representative (EOR) are the individuals that assist the commander in fulfilling their equal opportunity duties and responsibilities.



# Equal Opportunity Advisors

- The chain of command, whether military or civilian, has the primary responsibility for developing and sustaining a positive EO climate.
- This responsibility entails, but is not limited to promoting positive programs that enhance unit cohesion, esprit de corps, and morale; communicating matters with EO significance to unit personnel and higher headquarters.



# Equal Opportunity Advisors

- Additional responsibility entails correcting discriminatory practices by conducting rapid, objective, and impartial inquiries or investigations, and resolving complaints of unlawful discrimination expeditiously.
- encouraging the surfacing of problems and preventing reprisal for those who complain; and taking appropriate action against those who violate Army policy.



# Role of the EO Advisor

- Advisor
- Trainer and Educator
- Assessor
- Change Agent



# Advisor

- Advise commanders, brigade level and higher, on the Army's EO program, its policies, procedures, and issues that affect the EO climate of the unit.
- EOAs also provide assistance and guidance to commanders, first sergeants, leaders, supervisors, military civilian employees, and soldiers in subordinate units where no EOA is assigned.



# Trainer and Educator

- Train and educate commanders, leaders, EO Representatives, and soldiers on the Army's EO program, policies, procedures, and issues that impact on the EO climate and unit readiness.





# Assessor and Change Agent

- Assist commanders and other leaders on assessing the EO climate of a unit or organization.
- This includes determining whether the climate is healthy and positive and identifying recommended actions to improve unhealthy or non-positive climates.
- The commander's change agent for implementing changes to the Army's EO program and areas that affect the command climate of the organization.



# EOA Duty and Responsibilities

- Understand/Articulate EO policies - Department of Defense (DoD) and Army Policies concerning equal opportunity.
- Recognize/Assess indicators of institutional and individual discrimination in organizations.
- Recognize all forms of sexual harassment whether overt and subtle.
- Recommend remedies to discrimination and sexual harassment.



# EOA Duty and Responsibilities

- Assess the command climate
- Collect/Organize/Interpret demographic data
- Assist in development/monitoring of Affirmative Action Plan
- Assist in evaluating the effectiveness of unit EO training.
- EOAs conduct inquiries in accordance with the commander's guidance.



# EOA Duty and Responsibilities

- Organize, conduct, or assist with training sessions pertaining to EO, discrimination, and the prevention of sexual harassment.
- Plan and conduct executive seminars on affirmative actions, EO, discrimination, and the prevention of sexual harassment.
- Receive and help process individual complaints of discrimination and sexual harassment.



# EOA Duty and Responsibilities

- Process Complaints
- Provide advisory assistance on investigations
- Review EO investigative reports
- Conduct follow-up assistance
- Assistance in Ethnic Observance



# EOA Duties and Responsibilities

- Conduct follow-up assessments on the effectiveness of actions and remedies taken to resolve EO complaints and to detect and deter the incident of reprisal.
- Provide written feedback from this assessment to the commander.
- Assist in the planning and conduct of ethnic observances as outlined in
- AR 600-20, Chapter 6, Table 6-1.
- Maintain, where appropriate, informal liaison with community organizations fostering civil rights.



# EOA Duty and Responsibilities

- Maintain a informal liaison with community, where appropriate, thus fostering civil rights.
- Assist in developing EO policy for units - Assist commanders in developing EO policy for their unit.
- Conduct staff assistance visits - Conduct periodic command assessments as outlined in DA Pam 600-26.



# EOA Duty and Responsibilities

- Collect/Organize/Interpret demographic data
- Assist in development/monitoring of Affirmative Action Plan - Prepare input for the Annual EO Narrative and Statistical Report
- Assist in evaluating the effectiveness of unit EO training.
- Assess the command climate
- Collect/Organize/Interpret demographic data





# EOA Duty and Responsibilities

- Assist in development/monitoring of Affirmative Action Plan and assist in evaluating the effectiveness of unit EO training.
- The role of the EOA is important, and contributes to the organization's ability to focus on its primary mission of winning on the battlefield.
- EO is a readiness issue and if a unit is experiencing EO problems then that unit cannot focus on mission accomplishment



# EOR Responsibilities

- To assist commanders at the battalion level and below in carrying out the EO program within their units.
- EOR duties are normally assigned to responsible NCOs and officers as a part-time, collateral responsibility.
- EORs are personnel who receive special training; yet, they do not receive the total program of instruction that an EOA has received.



# EOR Duties

- Recognize detractors from healthy EO - a climate that is not healthy impacts on the overall mission readiness of an organization
- Assist in Unit Climate Assessment - While it is highly encouraged that commanders conduct and participate in all EO training, commanders rely on the EOR to prepare necessary lesson plans for the training.
- Preparing/Assisting in conducting EO Training - This is an important element to you in fulfilling the responsibilities of an EOR



# EOR Duties

- Assist in conducting ethnic observances - Preparing for and conducting ethnic observances or special commemorations requires the efforts of many personnel in order for them to be successful
- Referring complaints - EORs may not conduct investigations and will not advise AR 15-6 officers in their conduct of equal opportunity complaint investigations
- Any commissioned officer who may be an EOR may be asked to conduct investigations



# EOR Duties

- EORs do not handle complaints.
- Serves as a resource person for EO matters in the unit
- Anything that arises within the unit that deals with EO is usually passed to the EOR for action.
- These can be posters, flyers, surveys, etc.



# Chain of Command EO Responsibilities

- Unit Chain of Command
- NCO Support Channels
- In addition to the EOA and EOR, there are many other individuals who play an important role in implementing and enforcing the Army's EO program and responsibilities.
- These individuals make up the unit chain of command and the NCO support structure for the unit.



# Unit Chain Of Command

- The proper use of the chain of command with regard to EO matters is vital to the overall effectiveness of the program.
- Soldiers must be aware of its existence and proper functioning within the unit.
- The relationship between the chain of command and soldiers must be a reciprocal commitment.



# Unit Chain Of Command

- You must help ensure effective communications and trust are important cornerstones in this relationship.
- The chain of command is expected to resolve EO problems or complaints.
- Therefore, soldiers are also expected to use the chain of command when communicating their issues and concerns about unit EO matters.
- You have the responsibility to ensure, through the chain of command, the commander is aware of problems which can affect discipline, morale and unit readiness.





# NCO Support Channel

- The NCO support channel parallels and complements the unit chain of command.
- The scope of responsibility and authority to accomplish assigned tasks are defined by your commander.
- The support and commitment of the NCO support channel is essential for implementing and maintaining a viable EO program.



# Chain of Command Duties and Responsibilities

- The role and responsibilities of the unit leadership, whether it is enlisted or officer, is to assist the chain of command in meeting Army EO program objectives and should, as a minimum, accomplish the following:
  - Instill the value and importance of the professional Army ethics
  - Plan, supervise, and manage day to day activities
  - Train soldiers on EO policies and regulations



# Chain of Command Duties and Responsibilities

- Assist in resolving EO issues and complaint
- Teach soldiers the history of the Army
- Teach soldier about the mission
- Administer and monitor professional development
- Monitor and evaluate soldiers performance
- Assist chain of command in identifying/resolving EO issues
- Provide individual counseling, on the spot corrections and team training



# EO Model

- The EO climate takes into consideration the behaviors and perceptions of all unit personnel, there are no specific actions that will guarantee a climate that is healthy and positive.
- However, there is an EO model that consists of seven basic building blocks, that if implemented and followed, will significantly reduce the potential for problems and contribute to a positive and healthy command climate.



# EO Model/Checklist

- **Leader Involvement**
- **Training**
- **Assessments**
- **Staffing**
- **Complaint Procedures**
- **Affirmative Action Program**
- **Ethnic and Special Observances**



# Leader Involvement

- EO is a commander's program.
- Ensure up-to-date policy letters on Equal Opportunity, Prevention of Sexual Harassment (POSH), and Complaint Procedures are published and posted on the unit bulletin board. Also post the telephone number for the installation EO hotline.
- Utilize your EO assets and resources. Incorporate EO as part of the unit inprocessing procedures.
- Take time to get to know your soldiers. Ensure all unit leaders use consistent standards for everyone.
- Maintain discipline.



# Training

- Training is the core of any successful program. In many cases, soldiers often determine the importance of training by the participation of the commander and other unit leaders.
- Company leaders should be directly involved in the conduct of EO and POSH training. It is also an excellent opportunity for company leaders to “get-the-feel” of the unit and issues of concern by their soldiers.
- The training will be interactive and discussion-based utilizing a variety of resource materials.
- Commanders and key leaders must be present and participate in discussions.



# Training

- The training documentation must include the training schedule, a sign-in roster, and a memorandum.
- EO training is required to be given to soldiers **twice a year**. EO training given as part of the Consideration of Others Program is counted as part of the twice-annual training requirement.
- The new AR 600-20, Army Command Policy, requires that **POSH training be given twice annually. This requirement is in addition to the twice annual EO training requirement.**





# Training

- Areas of training include racism, sexism, discrimination, prejudice, dignity and respect, complaint processing, cultural and social issues, perceptions, affirmative actions, method for resolving interpersonal conflict, managing conflict, behaviors that promote ethnic and gender awareness, and cultural awareness.
- **Extremism training must be conducted once a year.** This training should not only focus on the policy on extremism, but how extremism relates to EO, and the responsibilities soldiers have in regard to participation in extremism organizations.



# Assessments

- Assessments are the means for company leaders to determine how soldiers perceive the climate of the unit.
- It is also important that once the results of the assessment are known, they should be shared in a timely manner with all unit soldiers.
- If unsure how to interpret results of an assessment or survey, the EOA should be consulted for analysis. Surveys can also be supplemented with sensing sessions, interviews, review and analysis of records, and/or review of complaint reports.



# Assessments

- An EO Command Climate Survey must be conducted **within 90 days of assuming command and annually** thereafter.
- The conduct of sensing sessions or focus groups is an excellent method for obtaining information on the EO climate of the unit. They also provide an avenue for receiving feedback from soldiers on how they perceive the climate versus how the leadership perceives the climate.
- EO training is also an issue that must be briefed at the Quarterly Training Briefs (QTB).



# Staffing

- Each company is required to have at least one school-trained EOR.
- It is important to have replacements programmed for those EORs to allow for crossover training.
- When appointing an individual as an EOR, consideration should also be given to the unit demographics of the unit.
- Remember that the Army's EO program is not a program for minorities, but a program of respect and dignity for all.



# Complaint Procedures

- Every complaint is important and needs to be taken seriously.
- EOAs are the commander's agent in all EO matters. They are trained to be capable of recognizing and assessing all forms of discrimination and sexual harassment.
- Officers investigating EO complaints are required to meet with the EOA prior to conducting the investigation.
- EOA must conduct a follow-up assessment 30-45 days after final completion of the complaint process to determine the effectiveness of any corrective actions taken and to detect and deter any incidents of reprisal.
- This report is submitted back to the commander.



# Affirmative Action Program

- Commanders provide data to higher headquarters for incorporation into the AAP.
- This data is reviewed and updated periodically to determine if any changes need to be made in the AAP.
- Specific areas that must be tracked are outlined in TC 26-6.
- Commanders can choose to add other topics to that list.



# Ethnic And Special Observances

- These events are conducted to enhance cross-cultural awareness and recognize the achievements and contributions made by each group.
- There are eight observances that must be conducted annually during their designated time frames.
- There needs to be sufficient funding or resources available to conduct these events.
- Publicity and command involvement is the key to a successful observance.



# Ethnic And Special Observances

- During this block of instruction, we learned the role and responsibilities of the EOA, EOR, the chain of command, and the NCO support channel.
- Each of these are required to perform specific EO functions in support of the Army's EO program.
- Equal Opportunity is a readiness issue, and it takes the entire team to ensure everyone is provided an opportunity to work in a healthy and positive environment.

